



FIRST 100 DAYS

Dr. Bryan Johnson
Superintendent, Atlanta Public Schools





MISSION

Through a caring culture of **equity**, **trust**, and **collaboration**, **every** student will graduate ready for college, career, and life.

A warm, orange-toned photograph of a young woman and a young girl. The woman, on the left, has dark curly hair and is smiling broadly, showing her teeth. She is wearing a light-colored, ribbed top. The girl, on the right, has dark hair and is also smiling, looking towards the camera. She is wearing a light-colored top with a floral pattern. The background is blurred, showing what appears to be a school hallway with circular lights on the ceiling and other people in the distance. The overall mood is positive and hopeful.

VISION

A high-performing school district where students love to learn, educators inspire, families engage, and the community trusts the system.

LETTER FROM THE SUPERINTENDENT

Atlanta Board of Education and Atlanta Public School Community:

I am profoundly humbled and deeply honored by the trust you have placed in me to serve as the next Superintendent of Atlanta Public Schools. My family and I have been humbled by the show of support and care you have taken to bring us into this beloved community. In this moment of significant change and boundless possibility, I am reminded of the words of Dr. Martin Luther King Jr., who taught us that "the time is always right to do what is right." My family and I come to Atlanta with the understanding that we can accomplish much together in the coming months and years.

As I assume this great responsibility, I am keenly aware of the immense potential that lies within each of our students. There is genius within all of our students in all parts of our city, and it is our collective duty to nurture and develop our children's potential. In my first 100 days, I will concentrate my efforts on several critical areas to lay a strong foundation for our shared vision of excellence:

1. **Academic Acceleration:** Our foremost priority must always be the academic and personal success of our students. Teaching a child to read is a civil right, and we will work with deliberate excellence to get this right for the children of Atlanta.
2. **Equity:** We must strive for a fair and just educational system where every student, regardless of their background, has access to high-quality education in every neighborhood.
3. **Student and Stakeholder Engagement:** The strength of our Atlanta Public Schools lies in the active participation of our stakeholders—students, parents, teachers, staff, and the wider community. We will establish open channels of communication and collaboration to ensure that every voice is heard and valued.
4. **Accountability and Operational Excellence:** We must hold ourselves to the highest standards of accountability, transparency, and operational efficiency. By doing so, we can build a robust educational infrastructure that supports our goals and instills confidence in our community.

In these challenging yet hopeful times, we face a moral imperative to act with deliberate and intentional excellence. We are called to be architects of a future where our children are empowered with knowledge, resilience, and a sense of purpose. Let us work together, hand in hand, with unwavering dedication to give our students excellence by design.

With an unshakable commitment to our shared mission, I look forward to building a brighter future for Atlanta Public Schools. Let us meet this moment with the conviction that our best days are yet to come. Together we will make APS the best urban school district in the nation. Yours in service and solidarity,



Dr. Bryan Johnson
Superintendent, Atlanta Public Schools



LETTER FROM THE BOARD CHAIR

Dear Atlanta Public Schools Community,

As the granddaughter and daughter of Atlanta Public Schools graduates, a parent of Atlanta Public Schools students, and a lifelong Atlanta resident, I write to you with immense pride to announce a significant transition in our district's leadership. After an eight-month search, guided by your invaluable input and unwavering support, we are excited to welcome Dr. Bryan Johnson as our new superintendent. I extend my deepest thanks to each of you for your patience and commitment to the education of our children.

Dr. Johnson has a proven track record of enhancing student outcomes, promoting equity, fostering innovation, and improving stakeholder engagement. His leadership qualities align perfectly with our aspirations and the criteria we set forth during our search, ensuring he is the right person to lead our district.

As Dr. Johnson and his family become part of our community, the Board reaffirms its unwavering commitment to transparency and collaboration with all stakeholders. We are ready to face the challenges ahead and seize opportunities to enhance our students' educational experiences, always keeping you, our community, at the forefront of our decisions.

Let's unite with a renewed sense of purpose and determination. The path ahead is full of potential, and together, we can significantly impact our children's futures. Thank you for your trust, partnership, and enduring dedication to the children of Atlanta.

With deepest gratitude and a call to collective action,



Erika Y. Mitchell
Board Chair / District 5
Atlanta Board of Education
Atlanta Public Schools



OVERVIEW



1. July 9th — August 4th

- Pre-Entry

2. August — November

- First 100 Days

**3. December / January
Board Meeting**

- Summary of First 100 Days
- Full Report / Findings from First 100 Days

FIRST 100 DAYS FOUR PRIORITIES



ACADEMIC ACCELERATION



EQUITY



**STUDENT & STAKEHOLDER
ENGAGEMENT**



**ACCOUNTABILITY &
OPERATIONAL EXCELLENCE**



**ATLANTA
PUBLIC
SCHOOLS**



ACADEMIC ACCELERATION

ACTIVITIES TO BE ACCOMPLISHED OVER THE FIRST 100 DAYS:

- Review academic organizational structure to identify areas of success and opportunity.
- Review student academic data to identify academic deficits and areas of opportunity.
- Begin implementation of recommended improvements in special education based on recent audit.
- Accelerate Phase 1 of Literacy plan and begin curriculum review of core content areas.
- Work with the school board on annual targets for strategic focus areas leveraging exemplars, national benchmarking, or comparable/aspirational districts to determine the measurement for success for the strategic plan.
- Support implementation of strategic plan through development of a formal monitoring/review process which ends in 2025 and begin establishing plan for development of strategic plan.
- Assess academic programs and instructional quality of programs to ensure coherence to district and state expectations, as well as alignment to the district's profile of an APS graduate.
- Review or identify leadership framework for all school level leaders to accelerate student achievement.





EQUITY

ACTIVITIES TO BE ACCOMPLISHED OVER THE FIRST 100 DAYS:

- Conduct meetings with the district Superintendent's Community Equity Advisory Committee to understand the recent progress and determine current barriers to equity within APS and areas of need.
- Engage parent and community groups to determine what the perceived barriers to instructional quality and student achievement are in APS.
- Establish the process and timeline for development of the district's equity plan as required by the Board's Equity Policy and to ensure organizational focus on equity.
- Review relevant equity audit(s) to determine progress and outstanding needs.
- Work with the school board, schools and community to begin development of an annual report card with new strategic plan that will articulate progress on Equity Commitments within strategic plan.
- Identify strategies to improve student achievement in subgroups priority schools in the district.
- Identify areas that might be addressed to improve specific outcomes in the areas of ELA, Math, SAT/ACT and graduation rate.
- Review course offerings at schools and distribution of career technical, International Baccalaureate, Advance Placement and dual enrollment offerings.





STUDENT & STAKEHOLDER ENGAGEMENT

ACTIVITIES TO BE ACCOMPLISHED OVER THE FIRST 100 DAYS:

- Work with student, employee, alumni and community stakeholder groups to identify key barriers to excellence within the school system and community.
- Develop a cadence to meet with each board member to continue to gain understanding on key priorities for the system.
- Visit schools to gain a better understanding of the work taking place within schools to support student achievement.
- Host Cluster Advisory meetings to understand local school governance work.
- Host community meetings in each school board district to solicit input on areas of success and areas of opportunity.
- Attend at least one community event within every school board district (i.e. athletic events, faith-based organizations, civic organizations, etc.).
- Leverage current community input structures to learn more about the school district (i.e. advisory boards, etc.) and ensure all stakeholder groups are represented by an advisory structure.
- Meet with local partners from business, faith, non-profit, etc.
- Engage students and employees in small group conversations to learn more about the system and areas of success, touching at least 300 student and staff members (both school-based and district-wide).
- Develop and publish communication protocols with the school board, employees, students and the community.





ACCOUNTABILITY & OPERATIONAL EXCELLENCE

ACTIVITIES TO BE ACCOMPLISHED OVER THE FIRST 100 DAYS:

- Begin development of an Open APS portal on the web that houses key information that the public desires access to and has been perceived as a barrier to transparency.
- Launch a live weblink where the public can track progress on first 100 day activities: www.atlantapublicschools.us/first100days
- Identify and develop additional systems and structures to promote transparency and accountability that will continue to build trust with the community.
- Ensure the public is clear on strategic direction, the commitments to equity, and related work streams that will be implemented.
- Clarify and connect current performance to strategic plan goals for the community and work with the school board to develop desired state for strategic focus areas.
- Incorporate areas of opportunity related to ethics into strategic plan focus areas and work streams as appropriate.
- Enhance and/or develop student and employee recognition programs that support our focus on excellence.
- Analyze enrollment projections across the district and review historical decisions and opportunities to balance building capacity and student enrollment.
- Assess areas of organization to determine operational efficiency opportunities.
- Conduct a deep-dive into the budgeting process to ensure and support maximization of resources to improve student achievement.
- Review department head briefing documents to assess how I can support the work taking place within the system.
- Monitor and receive feedback on the implementation of in-house nutrition and transportation programs and make necessary adjustments as needs arise.





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